



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

September 13, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**AUTHORIZATION TO USE INFORMATION TECHNOLOGY FUNDS TO SUPPORT
THE PERMIT AND LAND MANAGEMENT SOLUTIONS
BRIDGE TO IMPLEMENTATION PROJECT
(ALL SUPERVISORIAL DISTRICTS)
(3 VOTES)**

SUBJECT

The Chief Executive Office, Chief Information Office, and the Department of Regional Planning recommend Board authorization to utilize \$436,760 in Information Technology Fund monies to continue work on the Permit and Land Management Solutions Bridge to Implementation Project (PALMS Bridge).

JOINT RECOMMENDATION WITH THE CHIEF EXECUTIVE OFFICE, CHIEF INFORMATION OFFICE, AND DEPARTMENT OF REGIONAL PLANNING THAT YOUR BOARD:

Approve and authorize the use of \$436,760 from the Information Technology Fund (ITF) to continue work on the PALMS Bridge Project as specified in this Board letter, including: 1) business process improvements; 2) Enterprise Content Management (ECM) pilot projects relating to the land entitlement process; and 3) videoconference technology to support improved interdepartmental and customer communication.

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

"To Enrich Lives Through Effective And Caring Service"

**Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only**

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

In June 2010, the County completed the first phase of the PALMS project with the publication of a Final Report. The purpose of the PALMS report was to analyze the feasibility of replacing the County's existing land permitting systems. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments (Regional Planning, Public Works, Fire, Public Health, and Parks and Recreation).

The Final Report also included a proposed set of tasks, referred to as PALMS Bridge, which would be necessary for implementation. PALMS Bridge centers on organizational and process opportunities, which can be pursued immediately, and also incorporates key technology pilot projects, which can be undertaken using infrastructure already installed at the Department of Regional Planning (DRP). The ITF monies will support the following components of PALMS Bridge:

- 1) Business Process Improvements -- The process tasks include business process analysis and best practice recommendations for planning permits, code enforcement work, permit inspections and DRP's cash collection and accounting. This would extend the work completed last year on the first phase of the PALMS Bridge Project that addressed the Land Entitlement Process; however, this specific funding would not be utilized to do further work relating to substantial conformance, conceptual plan review, or co-location.
- 2) Pilot Projects -- The pilot projects to be developed under this proposal include proofs of concept for customer service enhancements, such as electronic case filing, electronic plan review, and referral management. Specifically, the pilot projects will include the creation of an electronic case filing application, electronic plan review, and mark-up of development plans, as well as an electronic referral tracking system to ensure timely input on discretionary projects being prepared for hearing. These "proof of concept" pilot projects will be very useful in planning and executing the PALMS long-term technology recommendations.
- 3) Videoconference Technology -- The proposed videoconference solution will enhance the County's customer service by providing better and more diverse communication opportunities. It will also improve efficiency within the County by reducing the time and travel needed by multiple departments in order to attend One Stop meetings, consultations with applicants currently held at DRP. The software licensing and videoconference technology will provide the appropriate licensing and hardware to fully support each of the five PALMS departments for the duration of the pilot projects.

DELIVERABLES

The PALMS Bridge deliverables are contained within the Woolpert PALMS Bridge Proposal in Attachment I and reprinted below. The PALMS Bridge Pilot Project deliverables are contained within the EMC Statement of Services in Attachment II and reprinted below. Finally, the video conferencing deliverables are identified below. The ITF Grant Request for this project is included as Attachment III.

Bridge to Implementation Deliverables

Creating the Project Management and Governance Structure:

- Provide project management services throughout the balance of the Phase II Project.
- Define and document PALMS second tier organization structure.
- Create standing committees for this substructure, such as:
 - Customer Feedback
 - Data Standards
 - Processes
 - ◆ Land Development (continue Project Team)
 - ◆ Permitting (Conditional Use and Zoning)
 - ◆ Enforcement and Inspections
 - ◆ Cash and Accounting
 - Technologies (document management and workflow)
- Identify executive sponsors and subject matter experts.
- Define the mission and goals of each committee.
- Define working relationship between subcommittees and Executive Steering Committee.

- Support for governance substructure through initial period of operations.
- Provide assistance to the County in the formation/continuation of a Stakeholder Committee for external input regarding land development and permitting.

Process Improvements in Conditional Use and Other Zoning Permits and Enforcement and Inspections:

- Define modified workflow requirements to achieve best practices.
- Define data requirements and standards.
- Develop modified business rules supporting best practices.
- Identify and document performance metrics opportunities.
- Identify and document process improvements which can proceed immediately.
- Develop an implementation plan for immediate improvements.
- Document performance measurement standards.

Process Improvements in Cash Collection and Accounting:

- Define modified workflow requirements to achieve best practices.
- Define data requirements and standards.
- Develop modified business rules supporting best practices.
- Identify and document performance metrics opportunities.
- Identify and document process improvements which can proceed after notice to and consultation with the Board offices.
- Develop an implementation plan for immediate improvements.
- Document performance measurement standards.

Electronic Submission, Document Management, and Electronic Plan Checking Pilots:

- Identify pilot plan checking processes in Regional Planning.
- Assist with the development of a “workflow” model and application using ECM.
- Conduct pilot plan checking project.
- Document findings and adjust the plan checking requirements.

Pilot Project Deliverables

The PALMS Bridge Pilot Project will be implemented using the existing Documentum Enterprise Content Management System and will address the following business objectives:

- Thoroughly analyze the selected DRP activities (Conditional Use Permits and Land Division Permits) with an emphasis on conversion to a digital/ECM workflow.
- Extend the existing DRP object model and related structure, metadata, and business rules to include the selected DRP activities.
- Create an environment where key DRP stakeholders can evaluate the proposed solution as it relates to the *Short Term Improvement Plans* documented in the December 2010 *PALMS Land Entitlement Review Final Report*.
- Perform the necessary evaluation and documentation for a future production deployment. This will include: infrastructure recommendations, software installation/configuration documentation, and re-useable code elements.

DRP will leverage EMC Consulting's proprietary ECM Project Delivery Methodology (EPDM). This methodology leverages globally accepted project management best practices and EMC's unique content management expertise to deliver efficient and cost-effective Documentum solutions. The PALMS Bridge Pilot Project will produce deliverables in the following work packages:

Work Package 1: Project Initiation and Planning:

- ♦ Project Kickoff
- ♦ High Level Project Plan
- ♦ Stakeholder Analysis
- ♦ Project Charter
- ♦ Interview/Workshop Plan
- ♦ Establish eRoom Collaboration Site

Work Package 2: Analysis and Design:

- ♦ Conduct workshop interviews with key stakeholders at DRP and the four consulting agencies participating in the pilot.
- ♦ Functional Requirements Document (FRD).
- ♦ Solution Design Document (SDD).

Work Package 3: Software Installation.

- ♦ Documentum Process Suite software components installed in DEV environment.
- ♦ Updated Solution Design Document (DRP's infrastructure).
- ♦ Test protocol detailing successfully completed unit and integration test cases.

Work Package 4: Build Project Functionality

- ♦ Configured development environment.
- ♦ Updated Solution Design Document (DRP's infrastructure).
- ♦ Test protocol detailing successfully completed unit and integration test cases.

Work Package 5: Test & Review

- ♦ Develop Test Scripts based on SDD.
- ♦ Address bugs uncovered during the test cycles.
- ♦ Support UA Testing; note that EMC cannot conduct the testing; DRP's SME's need to conduct unit testing to be in compliance with the EMC EPDM delivery methodology.
- ♦ PALMS Bridge POC Final Analysis Memorandum.

Video Conferencing Deliverables

- ♦ Install desktop endpoint solutions at select locations for the five consulting departments.
- ♦ Install Integrator Package in conference room at the DRP downtown office.
- ♦ Configure endpoints to access ISD video conferencing infrastructure.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The project supports the County's Strategic Plan goals of Operational Effectiveness (Goal 1) and Community and Municipal Services (Goal 3) by ensuring service delivery systems are effective, efficient and customer service-oriented.

FISCAL IMPACT/FINANCING

The estimated project cost breakdown is as follows:

Description	Estimated Cost
Business Process Improvements and Project Assistance	\$226,650
Pilot Projects, including Software Licensing	\$175,110
Videoconference Technology for PALMS Departments	\$ 35,000
Project Total	\$436,760

The new software and videoconference technology will be assimilated into each department's existing Information Technology infrastructure and no new staff will be required to operate or maintain. Future repair and maintenance costs during the life of the pilot projects will be minimal and will be absorbed within DRP's Operating Budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

There are no legal requirements or prohibitions related to this recommended action.

IMPACT ON CURRENT SERVICES/PROJECTS

The recommended action will provide for continued work on the PALMS Bridge Project, capitalizing on the investment made and work completed to date while ensuring that the County proceeds with recommended improvements to its land entitlement and permitting processes. This project will utilize DRP's existing Information Technology assets, with the support of the PALMS departments, to develop pilot projects in electronic case filing, electronic plan review, and referral management. There are many benefits to carrying out the PALMS Bridge Project, including:

- Improved customer service;
- Enhanced coordination and collaboration with other departments, including Public Works, Fire, Parks and Recreation, and Public Health through the use of technology;
- Improved and more efficient land entitlement, permitting, inspection, and fee management business processes;
- Potential for reduced costs associated with paper file storage, retrieval, and transportation;
- Preparation for selection of a future replacement enterprise permit tracking system in the County; and
- Supports the recommendations of the Land Entitlement Stakeholder Committee.

CONCLUSION

Your Board's approval of the recommended action will enable DRP, in collaboration with Public Works, Fire, Parks and Recreation, and Public Health, to continue work on the PALMS Bridge Project, which will improve information sharing, yield business process improvements for each department, and enhance customer service.

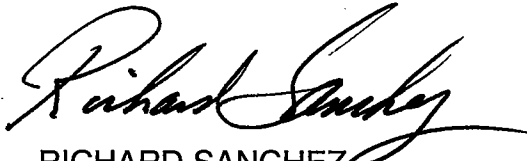
Respectfully Submitted,



WILLIAM T FUJIOKA
Chief Executive Officer



RICHARD J. BRUCKNER
Director of Planning



RICHARD SANCHEZ
Chief Information Officer

WTF:RS
RJB:RLR:kd

Attachments

c: Executive Office, Board of Supervisors
Auditor-Controller
County Counsel

ATTACHMENT I



PALMS PHASE II - B

BRIDGE TO IMPLEMENTATION PROJECT

From February 2009 until April 2010 Los Angeles County and Woolpert, Inc. conducted the Phase I PALMS project. During the initial phase substantial information was collected on the current processes associated with the permitting and land management activities in the County. More than 125 processes were mapped and requirements were specified for these processes. These processes were narrowed down to approximately 90 processes that were determined to be within the scope of the PALMS project. Woolpert has submitted 7 reports which constitute the Feasibility and Requirements Study. The Final Report for the PALMS project has been submitted to the County with specific recommendations for moving forward.

Woolpert was asked to provide preliminary budget estimates in the January 2010 timeframe for subsequent phases of the PALMS project. Based on our considerable experience with other jurisdictions conducting similar large scale projects, it was our expectation that implementing all of the components currently within the PALMS scope will likely result in a multi-million dollar project over an approximately 3 to 5 year implementation cycle. The final cost numbers have now been calculated and the estimated cost for implementation was established to be \$16.2M to \$23.2M.

Woolpert was well aware of the financial constraints under which the County was operating at the conclusion of the Phase I project. Even a limited commitment to any one of the major application areas of land development, permitting, inspections, enforcement or administration would require a substantial commitment of funds. As a result of discussions held during Executive Steering Committee meetings, Woolpert was asked to consider alternate approaches which would keep the momentum of the PALMS project moving, while recognizing the financial realities of the current environment. If the PALMS project were simply suspended at the conclusion of Phase I in April 2010, all of the current momentum and much of the knowledge would be lost or severely diluted. Re-initiating the project in 18 -24 months would require a great deal of ground to be covered once again.

Furthermore, the County is not ready to proceed directly to a procurement and implementation phase. Many of the processes identified in Phase I were in substantial need of improvement. The County needs to define their system requirements based on future business requirements, not how the work is processed today. Many of the current processes have been put in place to overcome limitations in the current systems. An effort needs to be made to incorporate best practices into the requirements definition. This will portray the County to the vendor community as a "better prepared" customer and should substantially improve the prices the County receives during any eventual procurements.

As a result of the County's efforts to implement a rate increase for the entitlement process activities, the County Board approved the initiation of one task in the proposed Phase II project. Task 2.2.2 addressed the opportunities to improve the business processes associated with the entitlement processes for subdivisions. Task 2.2.2 was initiated in July 2010 and was completed in December 2010.

In the authorization, the Board of Supervisors requested that the Department of Regional Planning form a Stakeholders Committee to provide input into the planning for improved

business processes. The Stakeholders Committee included members from the development, engineering and building communities as well as members from public interest groups such as the Sierra Club and the Santa Monica Mountains Conservation District. The Stakeholder Committee met six times to provide input to the County. In their first meeting they were presented with the findings of the Phase I Palms project and they were in agreement with all of the major findings of that study. The major findings of Phase I presented to the Stakeholder Committee included the following major problems in the current processes.

- Paper intensive processes
- Redundant and often conflicting processes
- Customer must deal with multiple organizations within the County – no single point of contact
- Limited collaboration between departments
- Very limited visibility across departments
- Payment management and cost accounting is weak
- Lack of a central process control function
- Failure to focus on customer experience

During subsequent meeting, the Stakeholder Committee defined some of their most important concerns and provided a list of goals they wish to achieve from this project. These included:

- Major improvements in customer service
- Major reduction in customer costs
- Reductions in project and plan approval time
- Substantial reduction of paper records and storage costs
- Elimination of duplicate processes
- Reduction of travel times
- Better management of financial resources (cash, fees, cost recovery and bonds)
- Stronger process management
- Performance measurement and accountability

In addition, the Committee identified several major objectives and initiatives that would vastly improve the process. These included:

- Implementing a program for electronic submission and review for plans and projects.
- Co-locating the major County organizations involved in the entitlement process into a single location.

-
- Providing a consistent and predictable process
 - Making information available sooner to facilitate review by all stakeholders
 - Providing comments and review earlier in the process to encourage more flexibility in the submission of final plans

During Task 2.2.2 a County Project Team worked to define an approach for implementing improvements in the area of subdivision entitlements. These results included both short term and long term improvements. The results of the Project Team efforts were presented to the Stakeholder Committee during their final two meetings for their review and comments. These results were also submitted to the Board of Supervisors in December 2010 by the Director of Regional Planning as required in the original Board Motion.

In addition to Task 2.2.2, Woolpert's original Phase II Bridge to Implementation included several other tasks that are important to keep the PALMS Project momentum moving forward and to prepare the County for eventual implementation of the PALMS recommendations. Task 2.2.2 demonstrated the importance of providing an opportunity for Stakeholder input and review. It also highlighted the importance of identifying both short term and long term opportunities for improvement. As a result of lessons learned during the execution of Task 2.2.2, Woolpert has been requested by the Department of Regional Planning to adjust the scope of the remaining tasks in the Phase II Bridge to Implementation proposal. The focus has been narrowed to concentrate on fewer application areas and has been expanded to allow a greater concentration on the originally proposed pilot projects. The proposal will continue to include a process for obtaining input and review by the Stakeholders and will continue to focus on both short term and long term improvements. The overall proposed costs for the remaining tasks has been substantially reduced with the expectation that the County will use the balance of the available funds to contract for services necessary to program the proposed pilot projects. It is assumed that these services will be obtained using the County's Master Agreement with EMC/Documentum for document management and workflow solutions. Woolpert does not provide these types of programming services.

Each of the tasks in the revised Phase II Bridge to Implementation proposal was designed to provide specific deliverables which will be of value to the County. Some of this value will be of immediate use and can be used to make specific changes in processes, procedures and organizations. The balance of the value will position the County to move successfully into the procurement and implementation phases of the future PALMS solutions. These Phase II tasks are designed to accomplish the following:

- Leverage deliverables produced during Phase I
- Involve both internal and external stakeholders in the project
- Define improved business processes incorporating best practices
- Identify process improvements that can be implemented immediately
- Develop actionable implementation plans for immediate improvements
- Identify performance measurement opportunities in each process
- Prepare the organizations for substantial change

-
- Prepare the County to be a more knowledgeable buyer of technology
 - Reduce the risks commonly associated with large scale technology projects

The completion of Task 2.2.2 provided the County with many valuable results. Some of these results are already resulting in substantial and immediate improvements within the departments. The completion of Task 2.2.2 also provided a valuable process of stakeholder involvement that will be continued during the balance of the proposed tasks.

PHASE II – BRIDGE TO IMPLEMENTATION: PROJECT READINESS

Task 2.1: Organizational Preparation

The first phase of the PALMS project has provided substantial opportunity to understand the importance of building a strong organization in support of the eventual implementation process. Organizational preparation requires that a strong project management and governance structure be established and put into place. The Phase I implementation recommendations form the outline of that structure, but putting that structure in place and making it a working part of the County is an important preparation step. As we have learned through the previous PALMS activities, these organizational issues take time to be reviewed, tested and adjusted. Having an effective decision making process in place is critical for the success of the PALMS implementation activities. Also, having a strong project management structure in place insures that schedules are met and the project remains within budget.

Task 2.1.1: Creating the Project Management and Governance Structure

Purpose

The objective of this task is to implement the PALMS project governance recommendations contained in Phase I. This process would create sub-organizations and organizational structures and responsibilities for PALMS activities in the revised application focus areas. This would include zoning permits, conditional use permits, zoning enforcement, code enforcement and financial management. It would also include continued support of the Project Team governance structure deployed for the land development/subdivision process.

The process of developing a governance structure would involve key policy makers and stakeholders participating in small group workshops. The process would address PALMS organizational, functional and technical issues. It would also involve various external stakeholders to insure that the objectives of the “customers” are considered within the project governance and management frameworks. At the conclusion of the process, PALMS would have a second tier governance structure that reports to the PALMS Executive Steering Committee. The task would include conducting actual second tier meetings as it did in the Task 2.2.2 project.

An additional element to be incorporated into this task is the formation and facilitation of Stakeholders Committees and customer feedback opportunities. These would mirror the work already done in the entitlement process area during Task 2.2.2.

Benefits:

As PALMS moves forward, there are activities which need to occur at the conclusion of Phase 1. The current Executive Steering Committee works well as currently defined, but new additional tasks will require a mix of executive sponsors and subject matter experts to make decisions and monitor project activities. By forming a second level of governance and focusing that structure on specific business

functions and technologies, the overall organization can move faster with less group effort. Forming the governance substructure and integrating the work of these subcommittees with the Executive Steering Committee will continue to provide good project oversight and direction, while providing an efficient project structure and decision making process to deal with the more complex business process, organization, change management and technical problems and solutions.

Additionally, the Stakeholder Committees and customer feedback will be incorporate to insure the involvement from external customers.

Deliverables

- Provide project management services throughout the balance of the Phase II Project
- Define and document PALMS second tier organization structure
- Create standing committees for this substructure, such as:
 - Customer Feedback
 - Data Standards
 - Processes
 - Land Development (continue Task 2.2.2 Project Team)
 - Permitting (Conditional Use and Zoning)
 - Enforcement and Inspections
 - Cash and Accounting
 - Technologies (document management and workflow)
- Identify executive sponsors and subject matter experts
- Define the mission and goals of each committee
- Define working relationship between subcommittees and Executive Steering Committee
- Support for governance substructure through initial period of operations
- Provide assistance to the County in the formation/continuation of a Stakeholder Committee for external input regarding land development and permitting

County Responsibilities

- Assist team formation process
- Identify participants and invite participation in the Stakeholders Committees and customer feedback processes
- Participate in subcommittee meetings and activities

Estimated Cost: \$23,000

Task 2.2: Process Improvement Preparation

Much of the Phase I PALMS effort was focused on documenting current business processes and requirements. Prior to moving into either a procurement or implementation phase, it is important for the County to create plans for improving business processes and implementing best practice solutions. These improved processes will require not only new solutions to support them, but in many cases they will require a commitment by the County to change codes and ordinances, modify their process workflows, change their business rules, restructure their organizations and change substantially their interaction with

the customers. Developing plans to make these types of changes are critical to the process improvement process.

Each of the Process Improvement tasks will develop organizational, process and technology recommendations using a common set of best practices. This will ensure consistent process improvement across all of the PALMS functions and will facilitate future integration, process sharing and common customer interfaces. Each of these Process Improvement tasks will also identify process improvements that are dependent on changes to codes and ordinances, changes in organization or additional technology improvements. Those process improvements which have no long term dependencies can proceed to be implemented by the County immediately.

In addition, substantial attention will be paid to opportunities for immediate improvements that can be realized through process, procedure and documentation improvements. These immediate improvements will require little or no investment and should begin to provide efficiency improvements shortly after implementation. Once these immediate improvements are identified, a plan for implementation will be developed so the County can proceed with implementation.

Task 2.2.1: Process Improvements in Conditional Use and Other Zoning Permits

Purpose

The purpose of this task is to identify best practices in Conditional Use and Other Zoning Permits processes. This task will identify best practice opportunities associated with permit processes and identify organization issues, business rules, data ownership, document requirements and change management issues that must be addressed to improve the process. Using the “as is” business process models from Phase I, along with the Task 7 Single Business Process Model document, Woolpert will help the County identify key organizational issues, business rules and change management issues that should be addressed prior to commencing implementation. Woolpert will also identify those business process improvements that can proceed immediately.

Benefits

This task would use the same approach used in the Phase II - Bridge to Implementation, Task 2.2.2. This would include input from internal and external stakeholders. This approach will provide process improvement recommendations that are grounded in both operational and customer reality. These recommendations will address organizational issues, process improvements and technology requirements. It will also clearly identify short term and long term improvements. Those process improvements that do not have dependencies on technology improvements will be identified and can be implemented immediately by the County.

Deliverables

- Define modified workflow requirements to achieve best practices
- Define data requirements and standards
- Develop modified business rules supporting best practices
- Identify and document performance metrics opportunities
- Identify and document process improvements which can proceed immediately
- Develop an implementation plan for immediate improvements
- Document performance measurement standards

County Responsibilities

- Participate in facilitated sessions regarding best practices

Estimated Cost: \$31,500

Task 2.2.2: Process Improvements in Land Development

Completed

Task 2.2.3: Process Improvements in Enforcement and Inspections

Purpose

The purpose of this task is to identify best practices in Zoning Enforcement and Inspection processes. This task will identify best practice opportunities associated with these processes and identify organization issues, business rules, data ownership, document requirements and change management issues that must be addressed to improve the process. Using the “as is” business process models from Phase I, along with the Task 7 Single Business Process Model document, Woolpert will help the County identify key organizational issues, business rules and change management issues that should be addressed prior to commencing implementation. Woolpert will also identify those business process improvements that can proceed immediately.

Benefits

This task would use the same approach used in the Phase II - Bridge to Implementation, Task 2.2.2. This would include input from internal and external stakeholders. This approach will provide process improvement recommendations that are grounded in both operational and customer reality. These recommendations will address organizational issues, process improvements and technology requirements. It will also clearly identify short term and long term improvements. Those process improvements that do not have dependencies on technology improvements will be identified and can be implemented immediately by the County.

Deliverables

- Define modified workflow requirements to achieve best practices
- Define data requirements and standards
- Develop modified business rules supporting best practices
- Identify and document performance metrics opportunities
- Identify and document process improvements which can proceed immediately
- Develop an implementation plan for immediate improvements
- Document performance measurement standards

County Responsibilities

- Participate in facilitated sessions regarding best practices

Estimated Cost: \$31,150

Task 2.2.4: Process Improvements in Cash Collection and Accounting

Purpose

The purpose of this task is to identify best practices in Cash Collection and Accounting. This will include cash receipts, deposits, daily balancing, refunds, drawdown accounts, cost recovery, fee calculation, multi-departmental collections and account reconciliation. This task will identify best practice opportunities associated with cash management and accounting and identify organization issues, business rules and change management issues that must be addressed to improve the processes. This process would be conducted under the PALMS governance structure and would be expanded to include the Treasurer/Tax Collector and the Auditor/Controller. Using the “as is” business process models from Phase I, along with the Task 7 Single Business Process Model document, Woolpert will help the County identify key organizational issues, business rules, data management, eCAPS integration issues and change management issues that should be addressed prior to commencing implementation. Woolpert will also identify those business process improvements that can proceed immediately.

Benefits

This task would use the same approach used in the Phase II - Bridge to Implementation, Task 2.2.2. This would include input from internal and external stakeholders. This approach will provide process improvement recommendations that are grounded in both operational and customer reality. These recommendations will address organizational issues, process improvements and technology requirements. It will also clearly identify short term and long term improvements. Those process improvements that do not have dependencies on technology improvements will be identified and can be implemented immediately by the County.

Deliverables

- Define modified workflow requirements to achieve best practices
- Define data requirements and standards
- Develop modified business rules supporting best practices
- Identify and document performance metrics opportunities
- Identify and document process improvements which can proceed immediately
- Develop an implementation plan for immediate improvements
- Document performance measurement standards

County Responsibilities

- Participate in facilitated sessions regarding best practices

Estimated Cost: \$38,000

Task 2.3: Implementation Pilots

The third component of the PALMS Phase II – Bridge to Implementation project is focused on conducting controlled pilot projects of new and promising technologies. Three technologies have surfaced as keys to obtaining the maximum benefit from the PALMS investment;

- Electronic submission
- Document Management/Workflow
- Electronic Plan Checking/Markup

The Stakeholder Committee identified electronic submission as one of the most important efforts the County could undertake as part of the PALMS process. The reduction of paper was one of their highest priorities. These technologies are well proven and viable in many industries with proven returns on investment. But obstacles to maximizing the benefits and adoption of these technologies in PALMS are in existence and must be addressed. These technologies face cultural, organizational and business process obstacles.

For years, plan submission has been hard copy reports and drawings requiring as many as 35 copies. These submissions have been routed between departments using the customer or employees as the courier. Plan checking has been done with maps and drawings spread out on the public counter, face to face with the client and a red pen in hand. And storage of hard copy documents consumes extensive amounts of space and cost.

Moving to an electronic method of submission, routing, plan checking and storage will be a major cultural and process shift, but it provides a major opportunity to make a substantial reduction in the amount of paper and the cost of production, storage and transportation.

Task 2.3.1: Electronic Submission, Document Management and Electronic Plan Checking Pilot

Purpose

Develop and conduct a technical review process for “electronic submission and plan checking” software. Plan checking is a key task in most PALMS processes. Plan checking is performed by Public Works, Regional Planning, Fire, Parks and Recreation and Environmental Health. The requirements for plan checking are consistent across all departments but are not fully documented. This task would create a common set of requirements, across all PALMS departments, for plan checking and drawing mark up software to insure a common enterprise approach which could be embedded into any potential PALMS application including the land development and permit process previously described. It will also create a common standard for plan submission so that customers have a single interface with the County.

A pilot plan checking project would be conducted in conjunction with the Planning Department ECM implementation. This would give the County an opportunity to test the electronic planning checking viability in a real workflow and document management environment. A key focus of the pilot would be to assess the ability to move significant portions of the plan checking process to an automated

environment. Emphasis would be placed on studying and reviewing the human factors associated with electronic plan checking.

Benefits

This approach makes use of the substantial investment (\$500K) being made by the Regional Planning and the CIO in an ECM environment. By testing the concept in a working plan check environment, the County will be able to determine if electronic plan checking is viable across the larger organization. It will also help identify any potential obstacles to deploying this technology more broadly. Focusing on the “human factors” will help define a more effective roll out of this technology and will increase the rate of adoption.

Deliverables

- Identify pilot plan checking processes in Regional Planning
- Assist with the development of a “workflow” model and application using ECM
- Conduct pilot plan checking project
- Document findings and adjust the plan checking requirements

County Responsibilities

- Participate in plan checking pilot
- Engage EMC through the County’s Master Agreement to develop the pilot applications

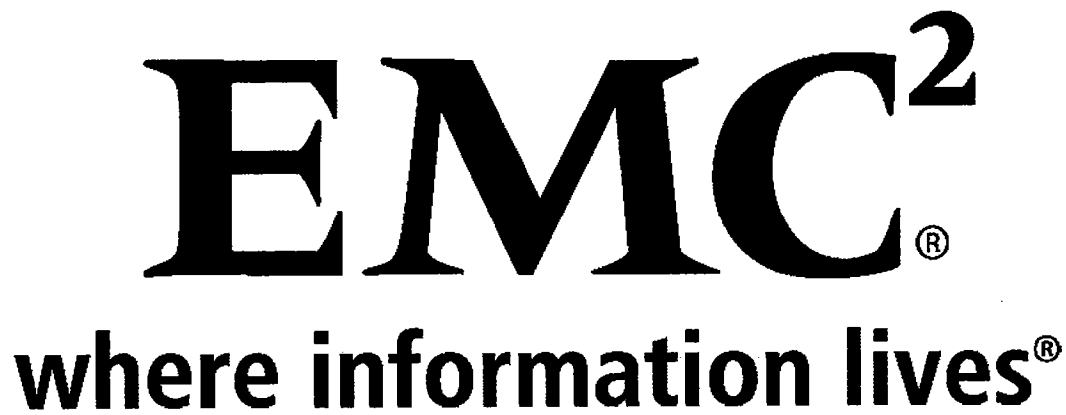
Estimated Cost: \$103,000

Pricing Summary

Phase II - Bridge to Implementation		
2.1.1	Creating then Project Management and Governance Structure	\$23,000.00
2.2.1	Best Practices in Permits and Inspections	\$31,500.00
2.2.2	Best Practices in Land Development (Completed)	\$0.00
2.2.3	Best Practices in Enforcement	\$31,150.00
2.2.4	Best Practices in Cash Collection and Accounting	\$38,000.00
2.3.1	Plan Checking Pilot	\$103,000.00
	TOTAL	\$226,650.00

Schedule and Deliverable Summary

ATTACHMENT II



***County of Los Angeles
Department of Regional Planning***

Work Order Statement of Services

PALMS Bridge Proof-of-Concept

Prepared By:

EMC Worldwide Consulting
EMC Corporation
6801 Koll Center Parkway
Pleasanton, CA 94566
925.600.6800

Date:	30 August 2011
Author:	Thomas Wuerth, Edward Dabran
Version:	1.0



DOCUMENT INFORMATION**Revision History**

VERSION #	DATE	DESCRIPTION
0.1	4/29/2011	Initial Draft
0.2	5/12/2011	DRP Review
0.3	5/16/2011	WAVE Final Review
0.4	5/17/2011	EMC DRAFT Review
1.0	5/19/2011	With Attachment B, Work Payment Schedule

Document Release and Approval

NAME	TITLE	ORGANIZATION	SIGNATURE	DATE
Rob Silverberg	Regional Services Director	EMC, CMA		

Reference documents

TITLE	VERSION	DATE	AUTHOR(S)



Table of Contents

1	Management Summary	5
2	Objectives	6
2.1	Business Objectives	6
2.2	Project Objectives.....	6
3	Scope of Services.....	8
3.1	Process Scope.....	8
3.2	Functional / Application Scope.....	9
3.3	Content / Information Scope.....	9
3.4	People / Change Scope	9
3.5	Technology / Infrastructure Scope	9
4	Project Approach	10
4.1	Work package 1: Project Initiation and Planning.....	10
4.2	Work Package 2: Analysis and Design	11
4.3	Work Package 3: Software Installation	12
4.4	Work Package 4: Build POC Functionality.....	13
4.5	Work Package 5: Test & Review	16
5	Project Management.....	17
5.1	Engagement Coordination	17
6	Project Timeline and Fees.....	17
6.1	Work Order Project Schedule	17
6.2	Resource Allocation	Error! Bookmark not defined.
6.3	Work Order Payment Schedule (Fixed Fee).....	18
6.4	Project Organization	19
6.5	General Assumptions.....	20
7	Statement of Services Short Form.....	21



MASTER SERVICES AGREEMENT

This Statement of Services is subject to the terms and conditions of the "Master Services Agreement by and Between The County of Los Angeles and EMC Corporation for Enterprise Content Management Software and Related Services," dated July 7, 2009 ("The Agreement")

SUBCONTRACTOR APPROVAL

EMC intends to subcontract portions of the services to the following subcontractor(s):

- WAVE Technology Solutions Group

By executing this agreement, The County has provided written approval of subcontractor use as described in Section 22 of The Agreement.



1 *Management Summary*

The Permit and Land Management Solutions (PALMS) Study, completed for Los Angeles County in 2010, identified improvements in the areas of organization, process, and technology to enhance and improve the current permitting and land management functions within Los Angeles County. The PALMS project, in its entirety, could represent a substantial commitment and multi-million dollar investment over several years. Full funding for this project has not been identified, so the Department of Regional Planning (DRP) has decided to move forward with significant portions of an interim phased project referred to as the PALMS Bridge project. Contained within the Bridge proposal are a number of limited scope, proof-of-concept (POC) pilots that would test recommended process enhancements in combination with new technology.. This project addresses many of the *Short Term Improvement Plans (§5)* that were documented in the December 2010 *PALMS Land Entitlement Review Final Report*, which fulfilled implementation of PALMS Bridge Task 2.2.2.

This Statement of Services specifically addresses the technological scope of the PALMS Bridge POC projects. The projects will utilize the technologies from DRP's installed Documentum Enterprise Content Management system that has recently been deployed to the production environment and supports DRP's Land Development Coordinating Center (LDCC)—public front counter—operations.

DRP, together with EMC and WAVE Technologies Solutions Group, have conducted a series of meetings during March, April, and May 2011 to define the scope of the PALMS Bridge POC that will accomplish the following business objectives: Thoroughly analyze, and streamline the selected DRP activities (Conditional Use Permits and Land Division Permits) with an emphasis on conversion to a digital/ECM workflow; extend the existing DRP object model and related structure, metadata, and business rules to include the selected DRP activities; create an environment where key DRP stakeholders can evaluate the proposed solution as it relates to the *Short Term Improvement Plans (§5)* documented in the December 2010 *PALMS Land Entitlement Review Final Report*; perform the necessary evaluation and documentation for a future production deployment.

EMC and WAVE Technology Solutions Group (WAVE) have prepared the following Statement of Services (SOS) to implement the PALMS Bridge POC centered on the technologies provided by EMC Documentum. The scope for this project is specifically limited to high-level functionality requirements surrounding Conditional Use Permits (CUP) and Land Division Permits.

This project proposal forms the basis for the solution's delivery. In this document we have outlined the project scope, EMC's responsibilities, LA County DRP's responsibilities, assumptions, and the cost for the project. The costs outlined in this document are based on our discussions over the past several weeks. Any changes to this baseline document will be handled through the change control procedures in place during the project.

This document is intended for the DRP, EMC, and WAVE (its approved sub-contractor) only and cannot be distributed to persons or third parties not directly involved with this project without express written consent of DRP and EMC.



2 Objectives

This Statement of Services provides analysis, design, build, test, and deployment services to the County of Los Angeles – Department of Regional Planning.

2.1 Business Objectives

The DRP PALMS Bridge Proof-of-Concept (POC) will be implemented using the existing Documentum Enterprise Content Management System and will address the following business objectives:

- ◆ Thoroughly analyze and streamline the selected DRP activities (Conditional Use Permits and Land Division Permits) with an emphasis on conversion to a digital/ECM workflow.
- ◆ Extend the existing DRP object model and related structure, metadata, and business rules to include the selected DRP activities.
- ◆ Create an environment where key DRP stakeholders can evaluate the proposed solution as it relates to the *Short Term Improvement Plans (§5)* documented in the December 2010 *PALMS Land Entitlement Review Final Report*.
- ◆ Perform the necessary evaluation and documentation for a future production deployment. This will include: infrastructure recommendations, software installation/configuration documentation, and re-useable code elements.

2.2 Project Objectives

The intention of this project is to address, on a limited scale, key improvements identified in the December 2010 *PALMS Land Entitlement Review Final Report*. The PALMS Bridge POC will include the following elements:

Two DRP Permit Types:

- ◆ Conditional Use Permits (CUPs)
- ◆ Land Division Permits.

Stakeholder from the following Consulting Agencies:

- ◆ County Fire Department (Fire)
- ◆ Department of Parks and Recreation (Parks)
- ◆ Department of Public Health/Environmental Health (EH)
- ◆ Department of Public Works (DPW)
- ◆ Department of Regional Planning (DRP)

Key Functionality:

- ◆ Online form to submit permit application.
- ◆ Online document submission by applicant. (Electronic Submission)
- ◆ Import supporting documents to exiting permit application.



-
- ◆ Simple permit processing workflows and approval processing. (Electronic Plan Review and Mark-up)
 - ◆ Auto-notifications and time-based reminders to applicant, DRP staff, and consulting agencies.
 - ◆ Auto-creation of documents using permit application meta data and online forms.
 - ◆ Permit status reporting available to applicants, DRP, and consulting agency personnel.



3 *Scope of Services*

Programs to implement Documentum for Enterprise Content Management (ECM) solutions comprise a number of elements both technical and non-technical. EMC employs the use of its ECM Project Delivery Methodology (EPDM) to define and deliver projects. The EPDM identifies five streams, which should be considered in any ECM project. These streams are identified and used below to define the scope of a project:

- **Process** – Describes the work activities performed by users of the solution
- **Functional / Application** – Describes the specific business software utilized in the solution
- **Content / Information** – Defines the objects managed in the system and the management of information about those objects
- **People / Change** – Addresses the human element of the solution, including training, support, and change management
- **Technology / Infrastructure** – Defines the hardware and system software necessary to enable the solution

The following sections define the areas that are in and out of scope for this project. Any areas that are not defined as “in scope” are specifically “out of scope.” Items defined in the “out of scope” section are presented for clarity.

3.1 *Process Scope*

The Process scope describes activities that the organization performs, the sequence of those activities, and the desired results obtained. Improving the effectiveness or efficiency of the processes performed can be the most significant driver of a project, and changes in this stream can also cause changes in all other associated streams.

In Scope	Out of Scope
<ul style="list-style-type: none">• Conditional Use Permits• Land Division Permits	



3.2 Functional / Application Scope

The Functional / Application scope describes the capabilities of the software provided to support the business process.

In Scope	Out of Scope
<ul style="list-style-type: none">• Electronic Application: forms and document submission by Applicant• Document Import: import supporting documents to exiting permit application.• Notification: notify consulting agencies and audit their approvals.• Permit Status: reporting available to applicants, DRP, and consulting agency personnel.• eSignature capabilities via keyed-in user confirmation.	<ul style="list-style-type: none">• Application Fee Collection• Reporting• Integration with Consulting Agency Systems• Integration with DRP systems (these exists already in DCTM).• External User Management

3.3 Content / Information Scope

The Content / Information scope describes the content, structure, information captured about that content (meta data), and the business rules for managing it.

In Scope	Out of Scope
<ul style="list-style-type: none">• Conditional Use Permits• Land Division Permits	

3.4 People / Change Scope

The People / Change scope describes the organizations within the business entity that are to be engaged as a part of this project or who may be affected as a result.

In Scope	Out of Scope
Up to 30 users will be conducting UAT: <ul style="list-style-type: none">• DRP• Consult Agencies: DPW, DPH, Fire, DPW	

3.5 Technology / Infrastructure Scope

The Technology / Infrastructure scope describes physical servers, network components or other physical hardware elements necessary to deliver the application software and functionality described above.

In Scope	Out of Scope
<ul style="list-style-type: none">• Installation/Configuration of PALMS Bridge POC Pilot Apps	Base Documentum Infrastructure Installation and Deployment (at DRP nor at ISD)



4 Project Approach

EMC Consulting employs a proprietary ECM Project Delivery Methodology (EPDM) for a comprehensive, scalable and repeatable approach to delivering content management solutions. This methodology leverages globally accepted project management best practices and EMC's unique content management expertise to deliver efficient and cost-effective Documentum solutions.

4.1 Work package 1: Project Initiation and Planning

Activities:

The project team, led by the EMC Consulting Manager and WAVE Project Manager, will confirm the project scope and assumptions made within the SOS and will utilize this information to develop an initial Project Plan. The team's input will be used to finalize the project tasks and schedule, and fix dates for process design workshops and specific assessment and analysis milestones as the project develops and once the requirements are known. At this point, the project plan and activities will be reassessed, and a Change Order¹ will be mutually agreed if timelines or budget has changed from this SOS.

Deliverables:

- Project Kickoff – Meeting with key client and EMC resources led by the business Sponsors. The kickoff meeting participants discuss the scope, team, commitment, communications, schedule, project logistics and expected results. The Project Kickoff Workshop will also be used to schedule the requirements interviews and/or workshops with key client personnel.
- High Level Project Plan – A project plan will be provided which will form the basis of the project based on initial information. This will be finalized after the Requirements Analysis Phase once all project details are finalized and defined.
- Stakeholder Analysis – Define the individuals (or groups) who are in a position of influence over or being influenced by the project.
- Project Charter – documents the commitment expected from all stakeholder groups and individuals within a specific project. The charter is the key governance document for a project and will form the basis for how the project is managed.
- Interview / Workshop Plan – The list of interviews, workshops, or other meetings is confirmed and scheduled with the participants.
- Establish eRoom Collaboration Site – the eRoom for the DRP's deployment will be hosted by EMC, and available for the entire duration of the PALMS Bridge POC implementation effort to manage project-related documentation.

Acceptance Criteria: All deliverables are accepted unless the Department of Regional Planning provides written notice of reason for non-acceptance within 5 business days of delivery.

Assumptions:

- Department of Regional Planning assigns a fulltime project manager to the PALMS Bridge POC project.



4.2 Work Package 2: Analysis and Design

WAVE will conduct an analysis of DRP's current requirements for CUP and Land Division Permit Processing. The purpose of the functional requirements definition is to review DRP's planned use of Documentum for the PALMS Bridge POC and then design a solution that takes into consideration DRP's long term enterprise use of Documentum for the broader PALMS Project.

The functional requirements definition phase will help ensure that the design put in place for DRP will scale appropriately to meet DRP's long term needs.

Activities:

- Workshops with DRP – EMC will spend up to two days reviewing work processes with key stakeholders (CUP 1-day / Land Division 1-day).
 - Determine system scope.
 - Discuss inputs and outputs of the system and the format of the touch points.
 - Determine how documents are accepted (online form, online document, scanned paper copy, emailed to DRP, etc).
 - Determine how outputs to external organizations are performed (email, system integration, etc).
 - Determine scope of workflow to be developed.
 - Design workflow activities (manual, automatic, etc).
 - Determine system notifications (emails to internal and external users).
 - Determine how external users will access the system (internet, extranet, vpn, etc).
 - Determine security permissions for external users.
- Workshops with Consulting Agencies (up to 2 days total, 2 hours per Agency)
 - Discuss technologies used by external agencies.
 - Review document formats to be submitted.
 - Review document submission process (online form, documents, paper copies).
 - Review communication/correspondence process.

Deliverables:

- Conduct workshop interviews with key stakeholders at DRP and the four consulting agencies participating in the pilot.
- Functional Requirements Document (FRD)
- Solution Design Document (SDD)

Acceptance Criteria: All deliverables are accepted unless Department of Regional Planning provides written notice of reason for non-acceptance within 5 business days of delivery.

Assumptions:

- DRP and the four Consulting Agencies will identify up to two (2) subject matter experts for each of the following processes; SME's will participate in workshops, and contribute to the review of both the Functional Requirement document and the Solution Design document:
 - Conditional Use Permits
 - Land Division Permits



4.3 Work Package 3 Software Installation

The PALMS Bridge POC application will be installed on DRP's existing Documentum development (DEV) environment. The appropriate Documentum Software Licenses supporting up to 30 users will be provided under the EMC Enterprise License Agreement with LA County under a separate order

Activities:

- The existing DRP environment will be extended by the following components:
 - o Documentum Process Suite, including
 - Documentum Process Builder
 - Documentum Process Engine
 - Documentum TaskSpace
- Install separate customer facing web application for Permit Application and Permit Status.
- The existing System Design documentation (SDD) will be amended by the additional configuration; the amended configuration details unit test cases for each added component, and integration test cases for the completed setup

Deliverables:

- Documentum Process Suite software components installed in DEV environment
- Updated Solution Design Document (DRP's infrastructure)
- Test protocol detailing successfully completed unit and integration test cases

Acceptance Criteria: All deliverables are accepted unless Department of Regional Planning provides written notice of reason for non-acceptance within 5 business days of delivery.

Assumptions:

- The PALMS Bridge POC will be deployed to one environment: DEV.
- Documentum Content Server is installed and functional in DEV.
- DRP provides sufficient system administrator resources on an as needed basis.
- Network sizing, capacity analysis, and performance tuning is excluded from the scope of this proposal
- Installation of any OS or DATABASE components are excluded from the scope of this proposal
- Installation and/or migration of Documentum Content Server are excluded from the scope of this proposal.
- Hardware installation, and configuration is excluded from the scope of this proposal.
- DRP is properly licensed for the required Documentum components, including Brava.



4.4 Work Package 4: Build POC Functionality

WAVE will develop the following functionality to support the PALMS Bridge POC:

Activities:

- ◆ Define custom web app for Permit Application and Status
 - Select New Application Permit Type (CUP or Land Division Permit)
 - Access online Permit Application form.
 - Browse to document type and upload documents
 - Submit Permit Application and documents.
 - Note: DRP personnel will write the custom web app as specified by EMC in the Solution Design Document.
 - Out of Scope: Account Management for external users

- ◆ Set-up Online Permit Application Form
 - Setup a hi-fidelity form or x-form for the online permit application.
 - Two application forms: CUP and Land Division Permit
 - Collect information about applicant (optional agent, owner)
 - Accept e-signature via keyed-in confirmation
 - Attach files needed for application
 - CUP: 10-15 additional forms/documents
 - Land Division Permit: 10-15 additional forms/documents

- ◆ Integrate custom web app with Documentum via web services.
 - Set up and configure Documentum web services to communicate with custom web app.
 - Embed online form in custom web app.

- ◆ Configure Task Space
 - Configure TaskSpace application (tabs, roles, and TaskSpace components)

- ◆ Extend Current Object Model to support CUP and Land Division objects.
 - Define workflow SDT's (data tables) to hold workflow and execution information.
 - Define new object types used in the workflow.

- ◆ Set-up Workflows
 - Case Intake/Clerical Review (evaluates technical completeness)
 - Review/Accept Application and Files
 - Assign Case Number
 - Send Notifications to Applicant (Accepted/Denied)
 - Initial Review (evaluates content quality and completeness)
 - Send Notification to Applicant (Complete, Incomplete)
 - Note: manually enter data to Kiva for complete/accepted applications.
 - Configure automatic and manual activities.



-
- Submit Application to Planner Assign Queue and send notification to Consulting Agency
 - Configure system email notifications for certain events (new submission, status changes, past due, etc). Configure system to send documents or messages to other organizations for their review. This will be done via email, system integration or manual method.
 - Planner Assign Queue allows Supervisor to manually assign planner.
 - Reminder Notification for unapproved tasks 7-days before due date.
 - Applicant Response Request/Reminder
 - Define how to capture the information requested from Applicant.
 - Permit Denied Notification
 - Configure Workflow to push permit Application to Consulting Agencies
 - Notifications and time-based reminders
 - Track plan comments/change requests in separate document
 - Track approvals.
 - Create different version of documents sent received from consulting Agencies.
 - Consult agencies to submit Recommendations/Change Request (Comment Letters).
 - ◆ Document Transformations
 - Configure system to transform Application metadata to a document, so that it may be emailed, printed, etc.
 - Define Brava stamps on a standard templates.
 - Populate Brava stamps via workflow, add to workflow package.
 - Create one template for POC (i.e. Incomplete Application Letter)
 - ◆ Create Status Screens showing status/approval/estimated completion dates.
 - Configure TaskSpace components to show workflow status in tabular format.
 - Applicant (custom web app)
 - Documents submit date/completion date
 - Under Review Status (i.e. DPW, Fire, etc)
 - Additional Studies Required
 - Public Hearing Date (TBD or specified)
 - DRP and Consulting Agencies (TaskSpace).
 - List of applications waiting for a response from the applicant
 - List of applications in progress with open tasks
 - List of applications with overdue tasks
 - ◆ Workflow Dashboards
 - Simple dashboards using out-of-the box features to display capabilities of Documentum Process Monitor software component.
 - Sample Reports will be created for the following: Number of open cases; Cases with no activity for 30-days; Average time to complete permit; Average cases assigned to Planner.

**Deliverables:**

- Configured DEV environment
- Updated Solution Design Document (DRP's infrastructure)
- Test protocol detailing successfully completed unit and integration test cases

Acceptance Criteria: All deliverables are accepted unless Department of Regional Planning provides written notice of reason for non-acceptance within 5 business days of delivery.

Assumptions:

- The completed application will be deployed to one environment: DEV.
- Documentum Content Server is installed and functional in DEV.
- DRP provides sufficient system administrator resources on an as needed basis.
- Network sizing, capacity analysis, and performance tuning is excluded from the scope of this proposal.
- Installation of any OS or DATABASE components are excluded from the scope of this proposal.
- Installation and/or migration of Documentum Content Server are excluded from the scope of this proposal.
- Hardware installation and configuration is excluded from the scope of this proposal.
- TaskSpace configuration only. No customization will be required for TaskSpace interface.
- Workflow configuration only. No customization will be required for workflow and workflow integration.
- Integration with external portal will customize one external web page.
- Status screens will be hosted via TaskSpace and not built on other applications.
- DRP developer can be assigned custom web app development tasks. EMC will define the custom web app and define how information will be passed from Documentum to the custom web app. DRP personnel will be responsible for creating these web pages to specification defined in the FRD and SDD design documents. EMC thinks this effort will require up 120 hours for one web developer.



4.5 Work Package 5: Test & Review

Once all the components have been installed on the DRP Documentum infrastructure, EMC will begin the process of testing the solution. Both unit and modular testing will be conducted by EMC, User Acceptance Testing will be conducted by the DRP and consulting agency personnel.

Activities:

- EMC implements/configures the solution in the DEV environment as specified in the approved Solution Design Document
- EMC addresses any failed unit test and/or integration test cases detailed in the approved SDD.
- EMC conducts unit testing after initial implementation. The unit test cases are defined in the Solution Design Document, and the executed test protocol will be shared with the DRP's team.
- The integration test cases are specified in the approved Solution Design Document, and the executed test protocol will be shared with the DRP.
- Prepare final analysis memorandum and present to DRP management and key stakeholders.

Deliverables:

- Develop Test Scripts based on SDD.
- Address bugs uncovered during the test cycles.
- Support UA Testing; note that EMC cannot conduct the testing; DRP's SME's need to conduct unit testing to be in compliance with the EMC EPDM delivery methodology.
- PALMS Bridge POC Final Analysis Memorandum.

Acceptance Criteria: All deliverables are accepted unless Department of Regional Planning provides written notice of reason for non-acceptance within 5 business days of delivery.

Assumptions:

- DRP provides access to the DEV environment.
- DRP provides Subject Matter Experts that will conduct the User Acceptance Testing exercise. SME's from each participating department should be made available to test the application.
- DRP immediately communicates any deficiency found during the testing exercise to the EMC Project Manager
- Performance or load testing is not necessary because of the nature of the POC.



5 Project Management

5.1 Engagement Coordination

Activities:

Provide overall engagement coordination, project status, change control, scope, risk, communication, schedule, issue, budget and deliverable management for activities as defined in this Statement of Services. An initial kick-off and startup period / effort of 2 business days are included as part of this deliverable. This will include a series of meetings with the on-site personnel to review the overall objectives, scope, and project plans to ensure a successful startup of the effort and establish a working project plan.

Deliverables:

See section 6.4 for specific responsibilities and deliverables.

6 Project Timeline and Fees

6.1 Work Order Project Schedule

The estimated fees are partly based on the planned duration of twenty (20) weeks. Should this duration be extended, for any reason, then additional funding will be required to complete the project.

Activity															
Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Initiate															
Analyze															
Build															
Test & Review															
Close															

Note that this high level project schedule should be reviewed and revised by project managers at the start of the project. A more complete project plan should be developed and agreed by project managers upon project initiation.



6.2 Work Order Payment Schedule (Fixed Fee)



6.3 Project Organization

DRP	EMC	WAVE
<ul style="list-style-type: none">• Project Manager• Documentum Administrator• Database Administrator• Server/Hardware Administrator• OS Administrator• Application Support• Business Intelligence	<ul style="list-style-type: none">• Program Management	<ul style="list-style-type: none">• Account Management• Project Manager• Technical Architect• Senior Consultant<ul style="list-style-type: none">• Developer• System Engineer

EMC Worldwide Consulting will staff this engagement with appropriately skilled resources. The staffing process will occur once this Statement of Services has been approved. EMC Worldwide Consulting will insure that resources with the appropriate technical skill set will be properly aligned with the requirements of the engagement. The following descriptions characterize the roles and responsibilities of each EMC project participant

RESOURCE	Description
Technical Architect	An architect works under the supervision of the project LEADER. This role performs high- and detail level analysis, providing essential design capabilities to the implementation team. The architect leads the implementation team and is responsible for any installation, configuration and customization activities, including providing direction and QA capabilities.
Senior Consultant	A Senior Consultant works under the supervision of the project LEADER. This role engages independently with the client on requirement definition, solution feature mapping, solution design, infrastructure analysis, and acceptance testing. A Senior Consultant takes the lead in code design, development, unit testing and deployment exercises, deliverable development and administrative training.



6.4 General Assumptions

The project scope, timeline and fees outlined in this document are based on the following assumptions:

- DRP will provide a project sponsor that will be available to EMC Consulting on an as-needed basis during the project.
- Review of all deliverables within a 3-business day timeframe is necessary to meet the timeline of this engagement. Any delays can impact the project timeline and fees.
- DRP will ensure that systems access, knowledgeable technical personnel, and subject matter experts are available to EMC as needed to complete this engagement. EMC will have access to necessary infrastructure support personnel including system and database administrators.
- The engagement referenced by this SOS will be delivered as a **Fixed Fee** project.
- The fee detailed herein is based solely on the resources assigned to the project and does not include the cost of client personnel who will also be involved in the project or of related software or hardware.
- Project delays resulting from customer owned software or hardware issues may result in unanticipated project delays. Should the timeline of the project be impacted by these delays, EMC will request that the County submit a change order for additional effort required as defined in Exhibit C of The Agreement.
- The Total Fixed Price Project detailed herein is based on delivering the solution and deliverables as described in this SOS. Changes to the solution, deliverables and/or assumptions will require a revised price quote using the Change Order Statement of Services Template as described in The Agreement.
- The fee detailed herein does not include system administration activities such as the creating user accounts, adding users to groups, managing attribute lookup data, etc. These activities can be negotiated as part of a separate support agreement.
- Participants in the Knowledge Transfer sessions have previously been involved in the appropriate requirements and/or development engagement activities, and have received the prerequisite Documentum product fundamentals training appropriate to their business role.
- The Customer will provide a work area for the EMC Consultants while on site as defined in The Agreement. This work area should include access to the network and the relevant servers, printer access, access to the Internet (to support a Virtual Private Network connection) and a working telephone.
- During the course of this engagement, EMC Consulting will work very closely with the Customer's program management and technical staff. Continued access to key staff members and rapid review of deliverables is vital to the successful completion of the project.
- If appropriate, Department of Regional Planning will notify the appropriate SEIU 721 representatives for a solution design walkthrough before the design is finalized and the deliverable are accepted.



7 Statement of Services Short Form

The Statement of Services Short Form appears on the subsequent pages of this proposal. It must be completed in its entirety, signed and submitted, along with the referenced terms and conditions and purchase order documentation, before any consulting services may be staffed or scheduled.



STATEMENT OF SERVICES

PREPARED:
30-AUG-11STATEMENT OF SERVICES
BETWEEN EMC CORPORATION AND LACO DRP ("CUSTOMER")

CUSTOMER INFORMATION					
JOB NUMBER:		ACCOUNT MANAGER:	GINA MAZIARZ		
DELIVERY MANAGER:	ANJU GROVER/DAVID WILLIAMSON	SOLUTION PRINCIPAL:	TOM WUERTH		
BILLING INFORMATION			SITE INFORMATION		
COMPANY:	LA County DRP		COMPANY:	LA County DRP	
ADDRESS:			ADDRESS:		
CONTACT:	John Calas, IT Manager		CONTACT:		
PHONE:	213-974-1052		PHONE:		
FAX:			FAX:		
E-MAIL:	jdcaldas@planning.lacounty.gov		E-MAIL:		
WORK DESCRIPTION: (Provide brief summary of work to be performed. The detailed description should be in the next section.)					
See Attached Work Order Statement of Services					
FEES AND SCHEDULE:					
				TOTAL FIXED PRICE	\$138,610.00
ESTIMATED START DATE:		TBD, SUBJECT TO AVAILABILITY AT TIME OF SIGNING			

EMC Corporation:

Department Project Manager:

By: _____
Printed: _____
Title: _____
Date: _____

By: _____
Printed: _____
Title: _____
Date: _____

County Project Manager:

Work Order Number:

By: _____
Printed: _____
Title: _____
Date: _____

PAYMENT:

☒ It is Customer's standard corporate policy to not issue purchase orders. Please accept this Statement of services in lieu of a purchase order.

ATTACHMENT III

PALMS BRIDGE
Information Technology Fund Grant Request
Submitted by Department of Regional Planning

May 19, 2011

PALMS Bridge

This project includes additional study, process improvements and pilot system implementation as recommended in the 2010 PALMS Final Report and the 2010 Department of Regional Planning (DRP) Land Entitlement Process Review. Also included is a video conferencing pilot for the PALMS departments.

Project Leadership

Leader:

Dennis Slavin, Acting Admin Deputy
Department of Regional Planning
dslavin@planning.lacounty.gov
(213) 974-0889

Alternate:

Ania Onley
Department of Regional Planning
aonley@planning.lacounty.gov
(213) 974-6631

IT Lead:

John Calas
Department of Regional Planning
jdcaldas@planning.lacounty.gov
(213) 974-1052

Background

One year ago the County completed the first phase of the Permit and Land Management Solutions (PALMS) project with the publication of a report by Woolpert, the firm retained by the County to conduct the PALMS study. The PALMS Final Report made a number of recommendations for proceeding with implementation. These recommendations focused on issues related to organization, process and technology. Due to the financial constraints facing the County in the near term, Woolpert was asked to prepare a proposed set of tasks for activities that would be necessary for implementation but did not require substantial financial investments. The resulting proposal, the PALMS Bridge to Implementation, focused primarily on identifying organizational and process opportunities which could be pursued immediately without the requirement for a substantial investment in new technology. The Bridge Proposal also identified key technology pilot projects which could be undertaken using the new Electronic Content Management infrastructure installed at DRP. These "proof of concept" pilot projects would be very useful in planning and executing the eventual technology recommendations. The objective of the Bridge Proposal was to identify a set of immediate tasks which could keep the momentum of the PALMS Project going, while providing activities that required limited financial resources and produced immediate opportunities for improvement.

In approximately the same timeframe, the DRP proposed fee increases for the various Land Entitlement services which they provide. As a condition for approving these fee increases, DRP was required to report back to the Board of Supervisors with recommendations for improving the land entitlement processes. DRP was also charged with convening a committee of stakeholders in the Land Entitlement processes and eliciting their comments and feedback on various organization and process improvements.

It was determined that the best way to meet the Board's directive was to combine the PALMS Bridge Proposal task for Land Development (Task 2.2.2—one of 11 proposed tasks for improvement) with the formation and participation of a Stakeholders Committee. The Bridge Proposal task was modified to incorporate the formation and facilitation of the Stakeholders Committee. The project began in July 2010 and completed in December 2010 with submission of a Final Report to the Board. In that final report, the Land Entitlement Stakeholder Committee identified approximately twelve short and mid-term improvements for the land entitlement process. Included in this list are improvements and technology pilots, including ECM and videoconferencing, that were recommended by Woolpert in the PALMS Bridge to Implementation Final Report.

At this time, DRP seeks to continue moving forward with a majority of the work identified for the Bridge Project. The work performed as part of this project does not preclude other aspects of PALMS Bridge from being undertaken.

Description

This project includes three primary components: 1) Bridge to Implementation Project Readiness (Woolpert), 2) Implementation of ECM Pilot Projects (EMC/WAVE) and 3) Videoconferencing improvements (DRP/ISD). These components are described in greater detail below.

Bridge to Implementation Project Readiness

This component of the project consists of the primary tasks called out by Woolpert for completion as part of the Bridge to Implementation. A detailed description of the work tasks may be found in the attached PALMS Bridge proposal (**Attachment I**). The work will include the creation of the Project Management and Governance Structure, the preparation of Process Improvements in Conditional Use and other Zoning Permits, Process Improvements in Enforcement and Inspections, and Process Improvements in Cash Collection and Accounting. It should be noted that Task 2.2.2 –Process Improvements in Land Development—was completed by DRP and Woolpert at DRP's expense in 2010. Work on this task will be primarily with DRP, although DPW, Fire, Public Health—Environmental Health and Parks will all be asked to participate to the extent DRP's processes interface with each department. Finally, Woolpert's work also includes assistance and support to DRP with implementation of the Electronic Submission, Document Management/Workflow and Electronic Plan Checking/Markup pilots.

ECM Pilot Projects

The second project component involves the implementation of a series of ECM Pilot Projects. These projects were originally identified in the 2010 PALMS Bridge to Implementation recommendations from Woolpert. Then, in December 2010, the same pilot projects were endorsed by the Land Entitlement Stakeholder's Committee and included in the Final Report to the Board of Supervisors. A detailed description of the work tasks for this portion of the project may be found in the attached proposed Statement of Services from EMC Corporation (**Attachment II**). This work would develop limited scope, proof of concept pilots for in the areas of Electronic Submission, Electronic Plan Review and Mark-Up, Notifications and Referrals. The work also proposes to provide permit status reporting to applicants, DRP and consulting agency (other County departments and governmental entities) personnel. EMC proposes to install Documentum Process Suite (including Process Builder, Process Engine and Task Space) as part of the solution; licensing costs for all five departments to be included in the pilot project are contained within this grant request. DRP will provide each consulting agency with the appropriately scaled number of user accounts depending on agency size and need. Each user

account will have access to the pilot projects via a web portal hosted and controlled by DRP. Project types proposed for these pilots are Land Division and Conditional Use Permit case types. All five PALMS departments will be included in these pilots to the extent they interface with DRP in these permit processes.

DRP recognizes the County's ECM direction with respect to ISD's Shared ECM Infrastructure. However, to leverage DRP's existing ECM investment, minimize project costs and maintain the project on schedule, it is proposed that the PALMS Bridge Pilot Projects will be initially deployed as a proof of concept (POC) within DRP's existing ECM infrastructure. One of the core business objectives of the PALMS Bridge Project is to develop a roadmap for the migration of the pilot projects to the DRP or ISD shared production environment.

Videoconferencing Pilot

The PALMS Final Report recommended co-location of departments involved in the land entitlement and permitting process as a means to improve efficiency and productivity while enhancing customer service. After much research, it has been determined that co-location is not a feasible measure at this time. However, the need for improved coordination and communication between County agencies within the land entitlement process is as great as ever, particularly since other major proposed improvements like enhanced One Stop processes rely on the participation of numerous individuals from many County departments at locations all over the Los Angeles area. DRP proposes to lead a technology-oriented solution through the piloting of video conferencing tools. Video conferencing can serve as a collaborative tool between the Department of Regional Planning and each of the consulting agencies involved in the PALMS Bridge Project. All five PALMS departments will be included in this pilot.

The video conferencing component will be comprised of a central conference room at DRP and several desktop endpoints located at the consulting agencies. The central conference room at DRP will act as the conference coordinator and will bridge the connections between the various endpoints. The video conferencing component will utilize the County's video conferencing infrastructure as well as endpoint product recommendations from ISD. DRP proposes to work directly with ISD's Voice and Video Applications Division to build and implement this pilot.

Project Schedule

DRP estimates a complete project schedule of 9 months. The Process Improvement work to be completed by Woolpert would commence immediately and be completed within the 9 month timeframe. The Pilot Project work to be completed by EMC will commence immediately and occur over a 20 week period. The video conferencing component will be accomplished within the parameters of the complete project schedule.

The estimated project kick-off date is July 31, 2011. This would take the project through mid-December 2011 for the EMC work and through April 2012 for the Woolpert work. Detailed, precise project schedules will be prepared and provided prior to commencement of actual project work.

Project Benefits

The benefits of undertaking this project are many. Specific benefits include:

- Capitalizes on all the work already performed as part of the PALMS Study and the Task 2.2.2 completion during 2010; also leverages the investment already made by the County in both PALMS and in ECM technology.
- This initiative moves the County forward in the recommended direction toward eventual replacement of existing inadequate permit-tracking solutions
- Implements recommendations of the Stakeholder Committee/Land Entitlement Process Review
- Consistent with DRP's ECM initiative and supports the County's selection of EMC as its enterprise solution
- Multi-department collaboration
- Provides videoconferencing solution to improve productivity, enhance customer service and increase effectiveness
- Supports the County Strategic Plan goal of Operational Effectiveness by maximizing the effectiveness of County processes, structure and operations to support the timely delivery of customer-oriented and efficient public services.

Project Deliverables

The Bridge to Information deliverables are contained within the Woolpert PALMS Bridge Proposal in Attachment I and reprinted below. The PALMS Bridge Pilot Project deliverables are contained within the EMC Statement of Services in Attachment II and reprinted below. Finally, the video conferencing deliverables are identified below.

Bridge to Implementation Deliverables

Task 2.2.1—Creating the Project Management and Governance Structure

- Provide project management services throughout the balance of the Phase II Project
- Define and document PALMS second tier organization structure
- Create standing committees for this substructure, such as:
 - Customer Feedback
 - Data Standards
 - Processes
 - Land Development (continue Task 2.2.2 Project Team)
 - Permitting (Conditional Use and Zoning)
 - Enforcement and Inspections
 - Cash and Accounting
 - Technologies (document management and workflow)
- Identify executive sponsors and subject matter experts
- Define the mission and goals of each committee
- Define working relationship between subcommittees and Executive Steering Committee
- Support for governance substructure through initial period of operations
- Provide assistance to the County in the formation/continuation of a Stakeholder Committee for external input regarding land development and permitting

Task 2.2.3—Process Improvements in Enforcement and Inspections

- Define modified workflow requirements to achieve best practices
- Define data requirements and standards
- Develop modified business rules supporting best practices
- Identify and document performance metrics opportunities
- Identify and document process improvements which can proceed immediately
- Develop an implementation plan for immediate improvements
- Document performance measurement standards

Task 2.2.4—Process Improvements in Cash Collection and Accounting

- Define modified workflow requirements to achieve best practices
- Define data requirements and standards
- Develop modified business rules supporting best practices
- Identify and document performance metrics opportunities
- Identify and document process improvements which can proceed immediately
- Develop an implementation plan for immediate improvements
- Document performance measurement standards

Task 2.3.1—Electronic Submission, Document Management and Electronic Plan Checking Pilots

- Identify pilot plan checking processes in Regional Planning
- Assist with the development of a “workflow” model and application using ECM
- Conduct pilot plan checking project
- Document findings and adjust the plan checking requirements

Pilot Project Deliverables

The PALMS Bridge Pilot Project will be implemented using the existing Documentum Enterprise Content Management System and will address the following business objectives:

- Thoroughly analyze and streamline the selected DRP activities (Conditional Use Permits and Land Division Permits) with an emphasis on conversion to a digital/ECM workflow.
- Extend the existing DRP object model and related structure, metadata, and business rules to include the selected DRP activities.
- Create an environment where key DRP stakeholders can evaluate the proposed solution as it relates to the *Short Term Improvement Plans (§5)* documented in the December 2010 *PALMS Land Entitlement Review Final Report*.
- Perform the necessary evaluation and documentation for a future production deployment. This will include: infrastructure recommendations, software installation/configuration documentation, and re-useable code elements.

DRP will leverage EMC Consulting’s proprietary ECM Project Delivery Methodology (EPDM). This methodology leverages globally accepted project management best practices and EMC’s unique content management expertise to deliver efficient and cost-effective Documentum solutions. The PALMS Bridge Pilot Project will produce deliverables in the following work packages:

Work Package 1: Project Initiation and Planning:

- Project Kickoff
- High Level Project Plan
- Stakeholder Analysis
- Project Charter
- Interview / Workshop Plan
- Establish eRoom Collaboration Site

Work Package 2: Analysis and Design:

- Conduct workshop interviews with key stakeholders at DRP and the four consulting agencies participating in the pilot.
- Functional Requirements Document (FRD)
- Solution Design Document (SDD)

Work Package 3: Software Installation

- Documentum Process Suite software components installed in DEV environment
- Updated Solution Design Document (DRP's infrastructure)
- Test protocol detailing successfully completed unit and integration test cases

Work Package 4: Build Project Functionality

- Configured development environment
- Updated Solution Design Document (DRP's infrastructure)
- Test protocol detailing successfully completed unit and integration test cases

Work Package 5: Test & Review

- Develop Test Scripts based on SDD
- Address bugs uncovered during the test cycles
- Support UA Testing; note that EMC cannot conduct the testing; DRP's SME's need to conduct unit testing to be in compliance with the EMC EPDM delivery methodology
- PALMS Bridge POC Final Analysis Memorandum

Video Conferencing Deliverables

- Install desktop endpoint solutions at select locations for the five (5) consulting departments
- Install Integrator Package in conference room at the DRP downtown office
- Configure endpoints to access ISD video conferencing infrastructure

Funding Requested

The entire funding request for this project is \$436,760. However, there are several components that will likely be reduced in cost. The breakdown is as follows:

PALMS Bridge to Implementation—Woolpert	\$226,650
Pilot Projects—EMC/WAVE	\$138,610
Software Licensing*:	\$ 36,500
30 seats xCP User Licenses @ \$1,050/per	
1 seat xCP Designer Licenses @ \$5,000	
Video conferencing—ISD	\$ 35,000
Price includes conference room implementation at DRP and desktop endpoint solutions (Movi clients estimated at \$100-\$150 per) at each PALMS department. This cost is high and is expected to drop.	
Total	<hr/> \$436,760

*It is DRP's understanding that these costs are EMC list pricing and that the CIO is in the process of negotiating Enterprise licensing costs for the County.

Maintenance

Minimal maintenance costs are expected since this project involves POCs and not production deployment. Future migration of pilot projects into production will have maintenance costs. These costs to implement will be identified within the Roadmap. With respect to the video conferencing technology, registering endpoints for the ISD video conferencing infrastructure is free for the remainder of the year. There will be future maintenance costs for this infrastructure; costs are to be identified.